Why Massachusetts?

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For the Record. The year was 1620. In America, there existed a word in the language of the Algonquin Indians that meant "about the big hill". It was considered to be a rather elegant word by a band of newly-arrived pilgrims . . . and highly symbolic of the situation in which they found themselves. So, they adopted the word as their own, hoping that the generations to follow would respect it and be inspired by it. The word was "massachusetts".

Within Massachusetts' 8,257 square miles many other words have emerged to become placenames in our history books: Boston, Plymouth, Cambridge, Lexington, Concord, New Bedford, Springfield, Holyoke, and so on. Still other words became representative of people: Thoreau, Emerson, Poe, Whittier, Hancock, Adams, Revere, Franklin, Copley, Homer, Whitney, Howe, Garrison, Dix, Mann, Kennedy, Fielder, Bernstein, Caldwell, Updike, Hay, Cabot, . . .

A remarkable number of "Firsts" have also occured in Massachusetts . . . among them the first state constitution in America, which is also the oldest written constitution still in use in the world. Of course, you are familiar with the First Thanksgiving in 1621. But, perhaps you were not aware that the first American public park, public library, railroad, sewing machine, basketball game, computer, mutual fund, novel published, copyright law, civil rights law, teacher training school, truth-in-lending law, and successful liquid-fueled rocket launch all took place in Massachusetts. Medically, Massachusetts is known for the first smallpox innoculations, x-rays, frozen blood banks, co-ordinated cancer programs, exchange transfusion for infants, and concepts of social and child psychiatry. This impressive listing of places, people, and firsts is a mere sampling of two centuries of Massachusetts achievements. What might the list look like in the year 2000? Consider current developments in urban planning, health, and education. Are we ensuring that future development doesn't jeopardize the existing scale and resources? The reality of the first co-operative tenant-owned housing development for low-income people in Massachusetts is one good sign. The innovation of a preventative health insurance plan is another. And in an effort to acknowledge and deal with occupational stress and perspective, many Massachusetts firms are now experimenting with the four-day work week. Further speculation can be made by taking note of those technologies in which Massachusetts industries are currently making breakthroughs. Among these are energy conversion, synthetic fuels, weather modification and prediction, advanced instrumentation, medical transplant devices, radiation, and telecommunications. If Massachusetts seems to have a past, present, and future of achievements that greatly exceed its geographical perimeters, perhaps it would be worthwhile to look into the accessibility factor.

Making the best of it. The geographical situation of Massachusetts is a

given. It cannot be changed. And it would seem on the surface that Massachusetts is in the northeast corner of nowhere with respect to foreign and domestic markets. Until you look at the facts.

A full 1/3rd of the US population and buying power, and 2/3rds of Canada's are within one hour's reach by air, 12 hours by roadways. The ports of Boston, Fall River, and New Bedford make Massachusetts a full day closer to Europe than any other US seaport. Moreover, when you combine the latest in containerized equipment with the largest crane in the world, ie: Massport in Boston, you quickly become the most efficient loading and unloading operation in the world.

Looking skyward, Logan International Airport comes to mind. It's one of the busiest air terminals in the world, with over 600 direct flights every week to 20 different countries. Logan Airport in Boston is a short 10 minutes from the capital city of Boston, within ½ hour

"I get advice from a lot of people. It's what makes my job both interesting and difficult. The role of a citizens group for instance, is to give advice about the way an operation and its facilities affect a neighborhood, affect their job opportunities, and their environment. We systematically seek out their counsel, and are very open with them. But, they can't control the operation, because there are regional imperatives.

I think that we have to start understanding the idea of common interests. The communities need jobs . . . Massport and the industries supply jobs. Any airport creates environmental problems, but in some respects even the dedicated environmentalist would have to consider Logan Airport an optimum location. Of course it creates the usual problems, but it certainly produces the fewest "vehicle miles traveled" for any feasible location for an airport of its size. I think we have to find a basis for common interests, instead of trying to constantly identify the areas of difference.

It's hard to get from New England to other parts of the country. I think the best access we have is Logan and the seaport of Boston. We are a day closer to Europe. But, we're also a day farther from most other American enterprises. The situation in a single word is 'isolation'. New England really needs a healthy transportation link to function because of our geographical location.

Massport has to look more aggressively at our whole New England traffic situation. We're looking to build up more

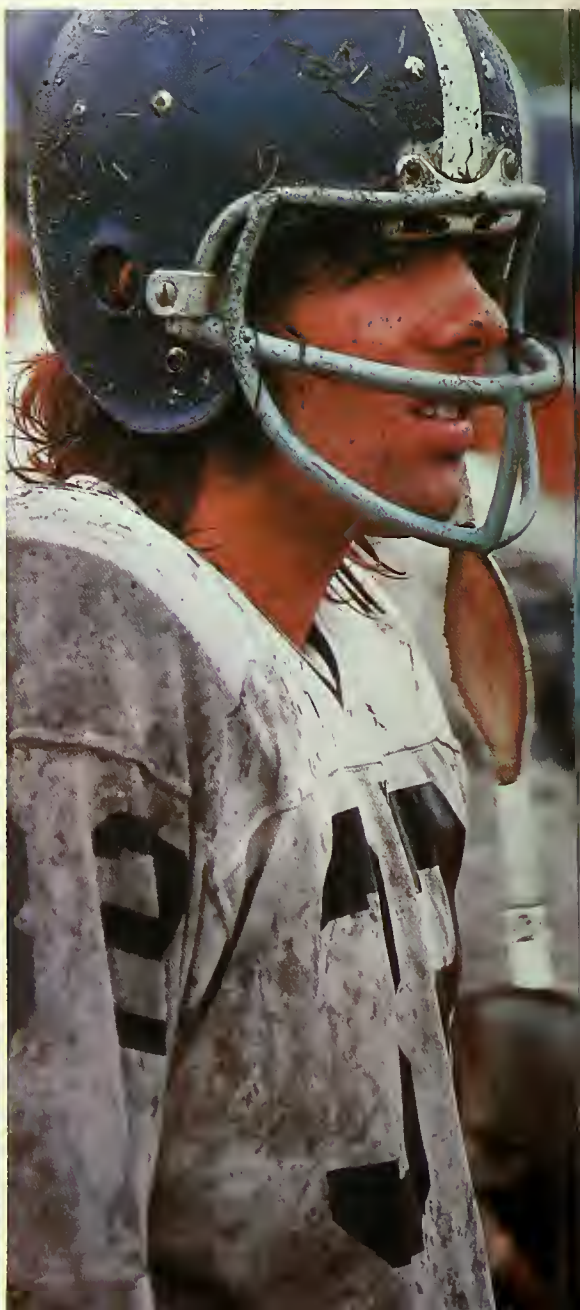
trade first . . . rather than simply building additional facilities. Certainly the seaport is one of our priorities. Also, improving the airport, and the access to it. In a larger sense I think that Massport is one of the critical government agencies in working for additional commerce and business for Massachusetts."

David Davis
Executive Director, Massport

drive to Route 128, and is one of the very few air terminals accessible by subway.

Long before it became fashionable, Massachusetts was taking a hard look at its future highway construction programs, to determine whether or not they would be able to serve long-term needs. As a result, a network of highways now spans Massachusetts, linking key Western and Central cities such as Springfield and Worcester with Boston. Two highways, circumferential to Boston, Routes 128 and 495, allow for easy access to surrounding areas, and provide ideal locations for industry. This Massachusetts transportation net-work ultimately feeds the airports and seaports. So, it soon becomes clear that Massachusetts is not in fact a "northeast corner"; but rather a pivotal point with relation to today's populations and market places, as well as those of the future. But, any well-integrated air-highway-rail system needs manpower to make it all run smoothly, and manpower to operate that valuable cargo.

Are they qualified? Fortunately, Massachusetts boasts a very high percentage of engineers, scientists, physicians, teachers, and kindred workers in its labor pool. 17.4%, to be exact . . . as opposed to the under 15% national average. Of the 4,229,997 persons 14 and over, 57.2% are currently in the civilian labor force . . . 40% of these people are highly qualified women. An interesting point is that Massachusetts is ranked 2nd in the country with regard to labor stability. Yet people in Massachusetts tend to change jobs with more frequency and less hesitancy than ever before. The key is, that they *stay* in Massachusetts. Why? High hourly and weekly wages are certainly a factor. The median income here was $10,835 back in 1973! Then, if we realize that well over 50% of all American Nobel Prize winners either studied or taught in Massachusetts, another important factor arises: the quality of Massachusetts education. Since there are more than 130 institutions of higher learning in Massachusetts alone, it is understandable that in excess of 10% of all advanced degrees awarded in the US are given here. The result is a steady stream of qualified engineers and executives coming from world-renowned universities like Harvard, MIT, Boston University, Brandeis, Clark, Tufts, Worcester Poly-



"I would say that the opportunity to work in education in this state, is one of the most challenging and exciting that a person could be presented with today.

I believe that the state of Massachusetts contains a more intense concentration of institutions of higher education, institutions for special education for the handicapped, and an extraordinary variety of private schools, for practically every kind of interest . . . in an innovative curriculum, or a very traditional one, that can be found in the country.

I would comment on the extraordinary growth of the University of Massachusetts in the last decade. It's a state system that has been growing rapidly and compares very favorably with those of other states. I believe that the investment of public funds that has gone into the development of the University is one that requires to be capitalized and built upon. It's really at a point now, where it has the physical plant to be able to develop the research capacity that's been built up over the last decade.

The decade ahead will be a critical one for the whole development of accessibility to higher education. All the studies still indicate that the real problems of accessibility are to be found at the high school level. And it's probably in this area that we're going to have to work very hard in the next decade."

Mrs. Jill Conway
President of Smith College

tech, University of Massachusetts, Babson, and Northeastern.

As for vocational training, Massachusetts affords its young people 60 recognized vocational schools, with 60% of their graduates placed in fields related to their training. These schools have a close and long-standing relationship with the industries in their areas, and consequently provide educational programs that are responsive to community needs. In the Worcester area for instance, the tool industry gets top priority. In Lawrence, the emphasis is on electronics. Berkshire Community College has worked closely with the plastics industry for many years. And Bunker Hill Community College is known for its comprehensive printing and graphic arts training.

Access to quality education raises yet another problem. In the areas of lower education, the word on everyone's lips is "bussing". With regard to higher education, there exists a difficulty and lack of financial assistance for low and mid-

dle income students seeking a quality education. Fortunately, top educators in Massachusetts perceive this problem, and are taking positive steps to rectify it.

But, what about unemployment? Massachusetts is becoming known for it, as we approach the 15% figure. There is a real fear of unemployment benefits running out which can only lead to a higher crime rate . . . increased anxiety and depression. And then what? If we really *do* have a great number of highly-trained professionals and sincere, education-deprived young people walking the streets, what can Massachusetts do about it?

Is Industry Growing or Going? Economic growth and new investments depend upon the ability to make profits, which in turn is influenced greatly by the cost of doing business.

Presently, the industrial mix in Massachusetts is roughly 53% for durable goods and 47% for non-durable goods. Out of 9,745 manufacturing firms the largest industry group has only 14% of

"Our excellent supply of multi-skilled labor can be directly attributed to the demands made by our multi-industries. It's a matter of necessity. But, we're going to lose our image as an area with a stable labor force, unless we can resolve the problems that cause industries to move out of Massachusetts. At the base of these problems are high energy costs. We need less expensive energy and energy rates to keep existing industry here, and attract new industry. We have to realize that right now Massachusetts and all of New England are at the end of the energy supply lines.

The white collar image may have attracted more people of my generation than it will in this generation or the one coming. Today people realize that they need to have money in their pockets, not images, to do the things they want to do.

Naturally, in order to make the most efficient use of our most valuable resource, the human resource, people must be in positions that they would enjoy most. Employed; not unemployed."

John Flynn
International Vice President
IBEW — AFL-CIO

all manufacturing employment. Thus, Massachusetts is not heavily concentrated, like a Seattle or a Detroit.

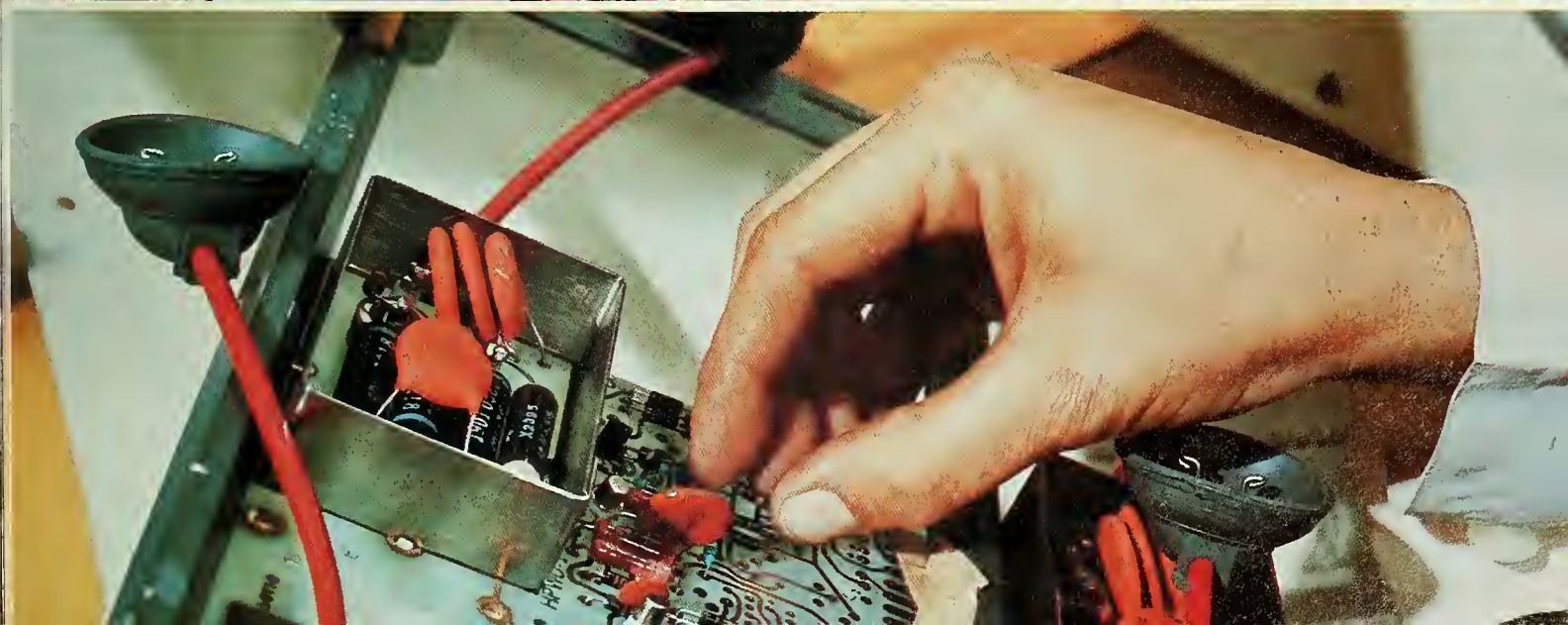
Research & Development facilities in Massachusetts currently number over 1000 private firms. Our science-based companies are really the heart of the Massachusetts economy, since there is hardly an area of major research going on in the US which does not in some way involve a Massachusetts R&D company. Everything from defense and aerospace, to pollution control and oceanography. From Western Massachusetts, across Routes 495, 91, 128, and all the way to Woods Hole . . . Massachusetts enterprises thrive on the technological brainpower available to them. Much of this brainpower comes from leading institutions like Harvard and MIT. There is a constant spin off of new companies utilizing new technology and scientific concepts, taking theories and applying them toward new industry. But, growth and progress have not been without problems for Massachusetts. The tradi-

"We always look at a number of different areas when we have to expand our activities. But, we don't locate in a particular area because we think we'll be able to recruit an engineering staff (there). We find that we recruit from all over the United States, in fact, all over the world. We put more emphasis on the quality of life in an area . . . and certainly Massachusetts is an attractive place to live. The success of our company is determined by our ability to hire, keep, and motivate professional people . . . people who are above average. Culturally, intellectually, Massachusetts is a place that helps us do that.

We don't see any serious problems as far as the economic climate in Massachusetts is concerned. I do think (however), it is important that state and local governments recognize that if the climate is made too adverse for industry, it could over-ride the positive factors . . . it is important for Massachusetts to keep this in mind in terms of the economic viability of the state.

Whether management philosophies can or cannot successfully be applied to state and local government institutions is a real question. I do believe that to the extent that you can attract good people, provide an environment for them to work freely, contribute their energy, enthusiasm, and their innovative ideas, it will improve our governments.

We think that Massachusetts is a fine place. We're very pleased to be here . . . and we like to encourage other people to come here too. I think that Massachu-



setts is one of the finest areas in the country for technologically-based companies."

David Packard
Chairman of the Board,
Hewlett-Packard Company

tional shoe and textile industries have all but vanished as a strong economic force. Some of the high-technology companies across the state are still trying to recover from federal cutbacks in defense, space, and R&D dollars. So, who is providing the impetus for new growth? Certainly not the government, since it like all other large institutions, is slower and less responsive to change. Yet, Massachusetts has always been known for its innovation, industry, and enterprise. For its ability to bounce back from economic adversity and blaze new business trails. The impetus for all this comes largely from the industries themselves . . . it's an intense determination and efficient use of available resources.

This brings up the subject of energy. Whether it be supplied by natural gas, oil, coal, hydroelectric or nuclear, a full 50% of this energy is consumed by industry. However, cheap energy is a thing of the past. And Massachusetts, because of its geographical location, is at the end of the energy supply pipeline.

How, then, are we to deal with the problem? The answer is technology. Today in Massachusetts we have the technological capabilities to provide alternative sources of energy. Solar R & D is moving ahead rapidly in many new companies in the state . . . the science of cryogenics has brought to Massachusetts the only operating terminal for imported liquefied natural gas. And we have a deepwater terminal for importing propane gas. Nuclear power plants are helping reduce our dependence on imported oil . . . and providing the electricity at a lower cost. Through advance planning, cooperative energy pooling, and modern technology, we are successfully maintaining an ecological balance, meeting our current energy needs and laying a firm base for the future.

A Show of Force and Faith. Anyone who would consider the economic picture in Massachusetts to be bleak, need only consider the companies that have expressed the ultimate faith of establishing their headquarters here. The list is impressive and encouraging. It includes giants like GTE Sylvania, Raytheon, Honeywell, Gillette, Digital Equipment, Wyman-Gordon Co., Norton Co., The Foxboro Co., Polaroid, Sprague Electric, New England Mutual Life, Dennison Mfg., EG&G, Itek, Houghton-Mifflin, and Arthur D. Little Co.

Furthermore, many well known companies have seen fit to expand into and within Massachusetts. Among them are Hewlett - Packard, Monsanto, Buxton Leather, US Envelope, Spaulding Sports,

"I see really no great conflict between good solid economic growth and environmental protection. It isn't one big issue we're being hurt on . . . there are many issues.

All elected officials have a responsibility for their constituents economic well-being as well as their social well-being.

There are many things in the area of transportation within Massachusetts that need to be accomplished. Mass transportation? Everybody's for that. Well, let's make it work. Let's build it up so that people will want to use it, and won't have to be forced. A balanced transportation concept shouldn't be used to obstruct growth in one area to help another.

The anti-business climate can change if the will . . . the real will is there, we can establish with business the feeling that they are welcome . . . that they will not be constantly harassed by legislation, by new rules and regulations. Business and return on investment motivation must be understood and encouraged. There isn't any question that Massachusetts has some bills to pay. The quicker they are paid, and the better the method, the better off we all are.

Business should not be overly regulated and harassed — but welcomed and encouraged. Only in this way will people willing and in need of a job have the possibility of finding one. Anti-airport — some anti-highway — anti-refinery positions have hurt and are hurting the New England region and all the people depending on the area's economy.

Everything *is better if people are working . . . environment, social programs, everything. Simply stated, jobs are what we need. After all, your environment isn't very good if you want a job, and need a job, and you can't get one.*

A welcome economic climate . . . less harassed, more pro development on such issues as airports, refineries, oil and gas, can only result in a better environmental and economic atmopshere for all of us. Companies will be able to survive, existing ones can expand, new ones may come in. And this is the only way that the working man . . . and those unemployed and not as fortunate . . . can hope to have reasonable conditions and opportunities."

Edward J. King
President, New England Council

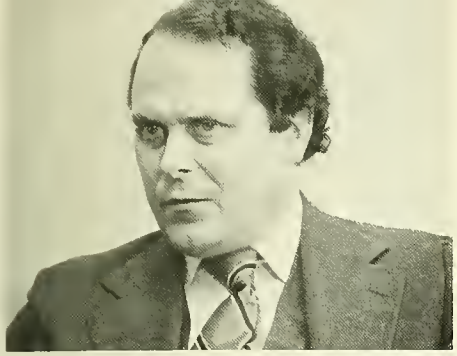
Kendall Corp., Converse Rubber, Owens Illinois, and Jordan Marsh. Yet another sign of true faith in Massachusetts and appreciation of assets is the presence of foreign interests . . . namely Commercial Union Assurance Co., BSAF, and Sun Life of Canada. How has all this faith been manifested? In areas of solid economic growth.

Cases in Point. At a time when people are fleeing from cities, tremendous faith is being demonstrated in the city of Boston. As the capital and largest city in Massachusetts, Boston owes its swift and successful early colonization and industrialization to its abundance of water power and marine resources.

Although Boston may seem to be preoccupied with the past, city planners have long been concerned with responsible development as well as preservation. A powerful permanent design review board passes judgment on all Boston Redevelopment Authority projects. An example of this responsibility can be noted in Jordan Marsh's proposal for construction of a mammoth commercial-retail-hotel project adjacent to its present location in Downtown Boston. The city of Worcester, the second largest in the state, is New England's fastest growing medical market. The University of Massachusetts recently opened a new medical center and teaching hospital in Worcester. The electronics and plastics industries both thrive in Worcester . . . most notably Sprague Electric, American Optical, and Foster Grant. Spin-offs from this industry naturally involved the metal working trades. A $39 million symbol of faith in Massachusetts is Springfield's Bay State West complex, built by Mass. Mutual Life. Another is the availability of Westover Air Force Base for civilian, industrial, and commercial use. This 2,257 acre tract offers an existing, fully-instrumented airport, with twice the load-bearing capacity of New York's Kennedy International. The possibilities are truly exciting.

Well, the accomplishments, setbacks, and rebounds go on and on. Naturally, there are other exemplary areas such as Lowell, Lawrence, Waltham, Taunton, Fitchburg, Attleboro, Brockton, Burlington, and Cape Cod . . . not to mention the revitalization of Route 128. Though economic progress is a composite of many factors, one thing is certain: a truly healthy economic environment, and the larger fabric of which it is part do not come cheaply.

Where's the Money? The phenomenal growth of research and technology-based industries in Massachusetts over the past two decades is largely the result of support from the state's financial institutions and investors. As mentioned earlier, the mutual fund was born in Massachusetts. Today in Boston alone, 30%, or about $14 billion of all mutual fund assets in the US are managed. What's more, Boston's investment counselors and banks manage an additional $25 billion. And since Massachusetts is a major insurance center, with 17 major companies headquartered here, an addi-



"There are a number of things that have gone wrong . . . and at the top of the list has clearly got to be the inattention of state government to business community needs. But, it goes quite beyond any individual administration . . . it goes beyond any partisan issue. It's probably a natural outcome. Massachusetts was among the first states to develop industrially. We reached the pinnacle of economic success and naively believed there would never be an end to it. We assumed that we did not, and would not, have any problems with our growth. But some changes occurred . . . and there followed a gradual period of awakening to the fact that we are very much involved in the dynamic affairs of of the national economy. We can't act in isolation. It's not so much that we did things wrong . . . as much as that we didn't pay attention to the changes in the times.

One of the things one could touch, kick, feel, and smell when I first came here, was apathy. I didn't come with that notion. I looked around and found out that between the years 1954 and 1965 there were 3,367 studies done on the New England economy . . . about half of those were on Massachusetts. I knew the answer then. The missing ingredient was communication between adversary groups. Since then, much has been accomplished to heighten mutual concern about our problems. In my opinion, we will never go back to having groups not talking to each other.

There are three factors that are very encouraging to the outlook for Massachusetts: the first is the extremely high ratio of personal income here . . . it's no miracle that economic growth takes place where there are people and income.

The second is that we have a lot of capital here. Boston and New York are the nation's two great clearinghouses of capital. We have the ability to plow this capital into sound projects within the region. And we do.

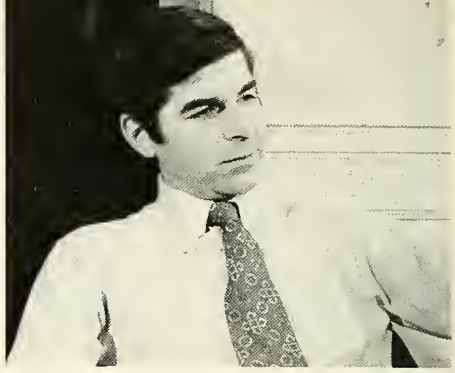
The third factor is that a recent MIT study showed that manufacturing companies which show the greatest potential for creating new jobs are the high technology firms.

That's *encouraging!"*

James M. Howell
Senior Vice President
The First National Bank of Boston

tional $22 billion is available for investment purposes. In Western Massachusetts, banks in cities like Springfield, Holyoke, and Greenfield offer financial resources aggregating more than $2 billion. Worcester serves as the major financial center for Central Massachusetts. There exist numerous sources of venture capital in Massachusetts as well. Pioneering speculative ventures in Massachusetts has been the American Research & Development Corporation. The Massachusetts Business Development Corporation provides a secondary source of financing for companies unable to get financing through conventional private sources. Another financial plus for Massachusetts companies is the robust Boston Stock Exchange. It's the only regional exchange in the country with foreign members, enabling many local companies to move their shares off the over-the-counter market to an exchange, without having to meet higher asset and shareholder requirements of the Big Board. So, there can be little doubt that the money is here in Massachusetts. But, how does the government fit into all of this?

Responsive or Repressive? During the Route 128 apathy years, there were those who noted that the state government had been remiss in not taking steps to insure a healthy economy and an attractive climate for business. Now we can see a new attitude. Spurred by rising unemployment and pressure from the business community, the Massachusetts state government has become exceedingly more responsive to the legitimate needs of commerce and industry. The legislature has recently passed a number of far-reaching bills to encourage industrial development and greatly improve the business climate. In general, the attitude has become more co-operative. Proposed roadways that would have cut through land earmarked for plant expansion have been re-routed. And when the energy crisis and suppliers of raw materials threatened the plastics industry,



"We're not out of the woods in the sense that eternal vigilance is the price for fiscal stability. We're beginning to develop some modern management systems and information systems that can tell us what's happening. We have a superb group of new people in state government . . . many of them in from the private sector. I think we really have some of the best people of any state government in the country. And I think people are beginning to recognize that. Frankly, the legislature has done a pretty

good job in providing the legislative framework within which an executive and the government can operate. It's now our job to go out and sell the state . . . we are doing so in a number of ways. An industrial sales force. A new state growth policy. The possibility of a one-stop permit processing center, where you can go in and get all of those environmental, and licensing permits and approvals in one place. And finally, we're trying to be as responsive as we can to legitimate business concerns that can really be resolved if people are willing to cut the red tape and move on them.

One of the best examples of this is the state's Department of Commerce and Development, under Commissioner John J. Marino, at 100 Cambridge Street in Boston, with four additional regional offices located in major metropolitan areas throughout the state. We urge any business, large or small, to contact this department with their business-related problems.

We are putting together a growth policy for the state that will identify what we have called 'development sanctuaries' . . . places where we want development . . . where the zoning is appropriate for industrial development . . . where the utilities already exist . . . and where there is good public transportation. In doing that, we can clear in advance some of the obstacles that have so often plagued developers both here and across the country.

I think it's increasingly possible for us to have our economic cake and eat it too, in the environmental sense. The test, really, and the challenge for us is whether we will do it in a way which extracts the resources, and yet does so safely and effectively.

We have what has to be the richest engineering and technological base of any state in the country. That's our greatest strength; we don't have great natural resources unless they're offshore or underground. It's our brains, it's our talent, it's the productivity of our workers, it's our educational system which really make the difference, and incidentally contribute so much to the extraordinary quality of life in this state as well.

We're very proud of that quality of life here in Massachusetts. But, at the same time, quality of life all by itself doesn't put food on the table . . . so we're acutely aware of the fact that we need development, investment, and growth . . . in the right places, in the right proportions . . . at the same time that we enjoy all of these marvelous cultural and environmental assets."

Michael S. Dukakis
Governor of Massachusetts

the government set up a task force to lift Phase IV controls and keep the pipelines open. When Hewlett-Packard considered expanding its Medical Electronics Division in North Andover, a new sewer

connector was needed before the expansion could be approved. The North Andover Selectmen, together with the Industrial Development Commission, Mass. Department of Commerce and Development, the Chamber of Commerce, and Jobs for Massachusetts Inc. worked out a program to solve the problem. A bond issue was authorized, and a new sewer was constructed. The state government has also offered pollution control assistance in the form of tax exempt bonds, to help finance pollution control and pollution abatement facilities. A very simple, yet profound philosophy has crystallized in Massachusetts: when industries take the initiative and speak out more often on legitimate issues, their voices are heard.

Some Results. Government officials in Massachusetts are fully aware of the importance of a climate favorable for industry. It's obvious that state services and programs cannot be paid for unless people have jobs and pay taxes. Likewise, Massachusetts companies, in order to pay their fair share should not feel the burden of over-taxation. There are those who would maintain that Massachusetts taxes are simply too high. Perhaps they are, when compared to other states that have just begun to grow and industrialize. But, Massachusetts is a mature economy, already industrialized and growing, with the social services and programs to meet the needs of our society.

With regard to financial incentives and tax advantages, Massachusetts offers new and expanding industries a 3% investment tax credit, a $500 employment credit incentive, a payroll factor incentive, a property tax cut, a sales tax incentive on machinery, replacement parts, tools, and fuel used in manufacturing, a waste treatment incentive, i.e.: a 100% excise tax deduction for investment in equipment and facilities for pollution control and industrial waste treatment, and loss-carry-forward provisions that enable new corporations to apply their prior losses to the current year's income. Now that it has been esablished that Massachusetts has a heritage, is accessible, has a highly-qualified labor pool, is a good climate for economic growth, offers extraordinary financial resources, and an increasingly responsive government, we ask ourselves another important question: what's it like to live here?

Tangibles and Intangibles. When economic factors appear to be equal, companies tend to prefer locations that offer a superior quality of living. It's a concept they no doubt observed among their employees first. Environmentally, Massachusetts offers 2,000 miles of coastline, 29 forests, 40 ski areas, sailing on both fresh and salt water, and much more. Culturally, Massachusetts has over 150 libraries . . . and among its 180 museums you'll find another first: the country's first incorporated museum, the Museum of Fine Arts in Boston. There is also the Museum of Science, of Transportation, of Whaling, the Isabella Stewart Gardner Museum, the

Worcester Art Museum, . . . If Massachusetts is a stimulating academic/intellectual environment, it is noted for exhibitions, expositions, and country fairs. It's a stroll through historic Boston Common to a cluster of nearby office towers. It's making footprints in the smooth dunes at Provincetown. Massachusetts in Spring is country picnic, a Red Sox game, or a Boston Pops concert. Summer spawns visits to the Freedom Trail, Plimouth Plantation, Cape Cod and the Islands, Rockport, and Tanglewood. Autumn in Massachusetts is driving along a country road and having to stop your car because of the breathtaking colors. It's a crisp, cool morning in a tweed suit. In Winter, Massachusetts means ski slopes and cozy inns . . . skating, tobogganing, the arrival of pre-Broadway plays, the Boston Symphony, the Bruins, and the Celtics. Much of what Massachusetts has to offer is fairly obvious. But the best asset is that most elusive, undefinable quality of life.

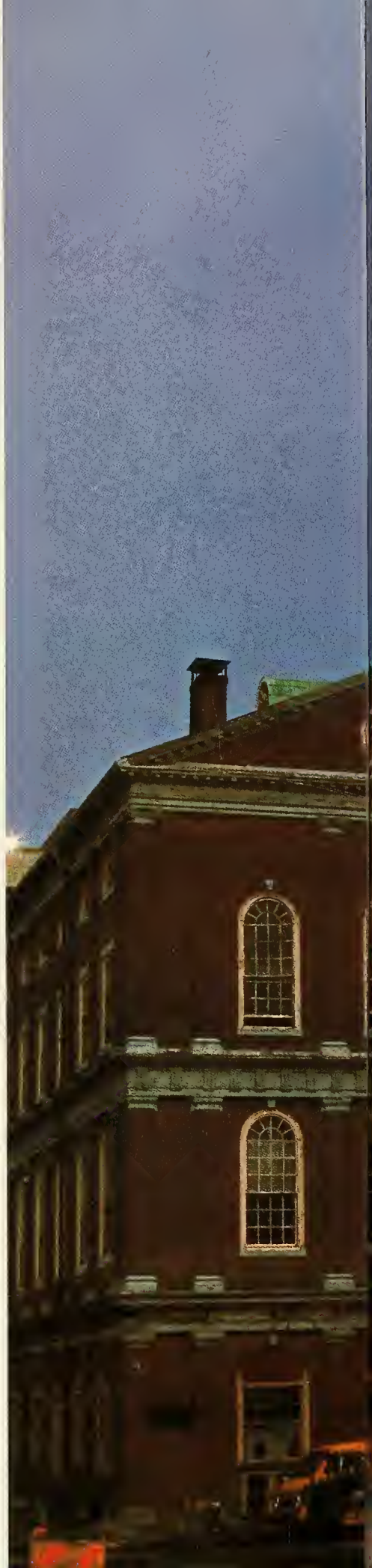
Utopians Beware. No state can be all things to all people or industries. Massachusetts is no exception. Not surprisingly, the quality of life in Massachusetts seems to be the most publicized asset. But, what company ever made a business decision solely on a quality of life? There are many other factors to consider. Massachusetts is not a good location for a company in need of great amounts of raw materials. This is not an area where a company is likely to find great numbers of unskilled production workers. On the other hand, Massachusetts seems to be ideally suited for companies involved in high-technology industries. Companies like these require a strong network of reliable subcomponent suppliers, and ready access to fast, efficient transportation facilities. The people who work in these companies must be highly trained. Usually, they have many and varied interests, and care about their environment.

Still there are many questions yet to answer, and problems left to solve. How will socio-economic developments affect industrial growth in the future? Will solar energy be perfected soon enough, and be an affordable alternative? What about coal gasfication? And off-shore drilling? Will the future development of Massachusetts' urban and suburban areas destroy the existing scale and amenities? How long can capitalism and poverty co-exist? Will poverty, unemployment, and welfare combine to strangle free enterprise? Who will answer these questions, and the ones that follow? Let's put it this way:

Today, there exists a word in the English language, that when translated literally means "about the big hill". When translated loosely it means "initiative". It is considered to be an elegant word, and highly symbolic of the situation in which we now find ourselves.

Massachusetts.

Bay State Gas Company

125 High Street • Boston • Massachusetts 02110

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